



# TRADOC

Training & Doctrine Command



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# Victory Starts Here!

## Mission

- **Recruit, Train and**

**Educate  
the Army's Soldiers**

- **Develop Leaders**

- **Support Training in**

**Units**

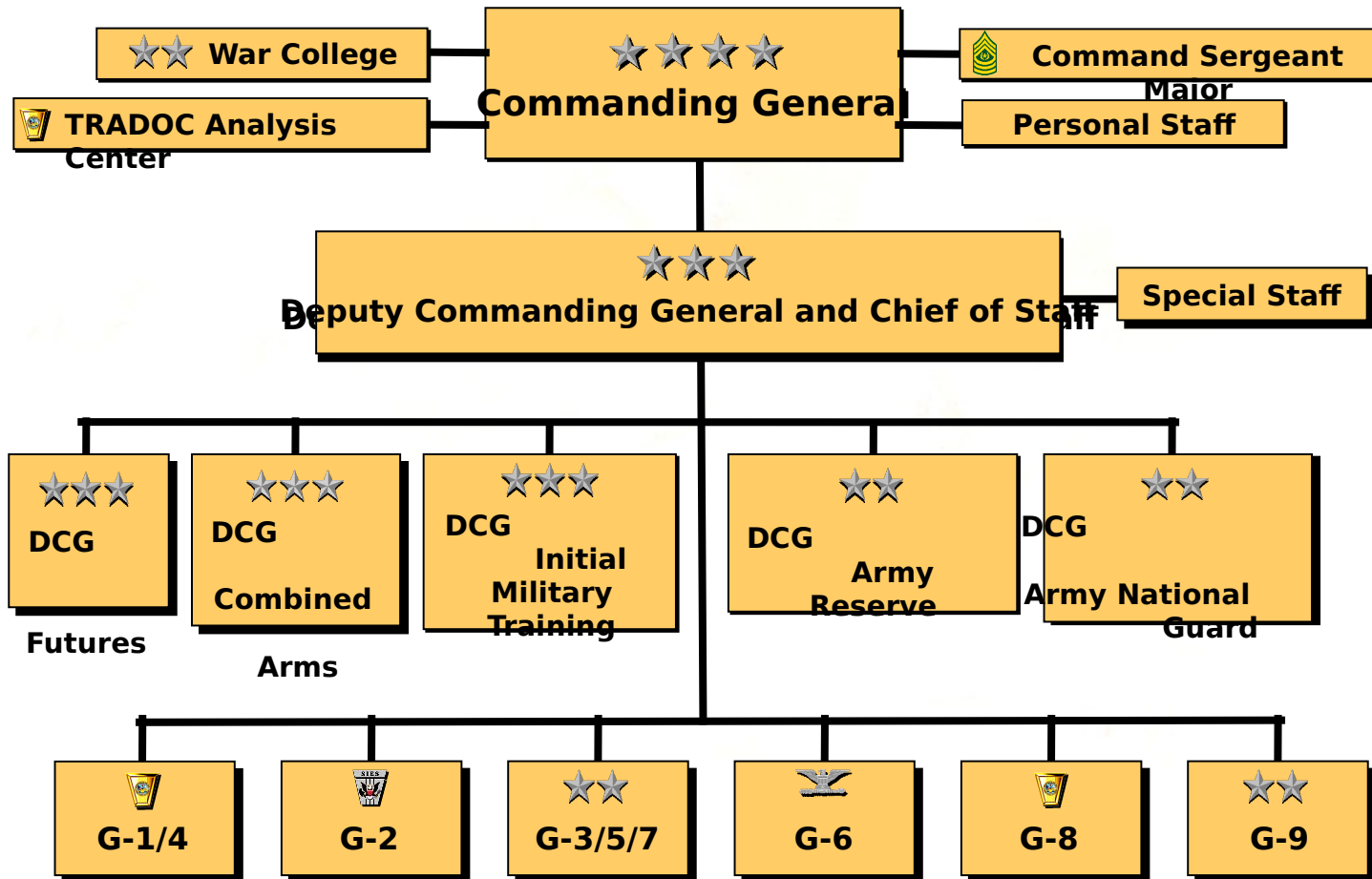
- **Develop Doctrine**

- **Establish Standards**

# Our Core Competencies

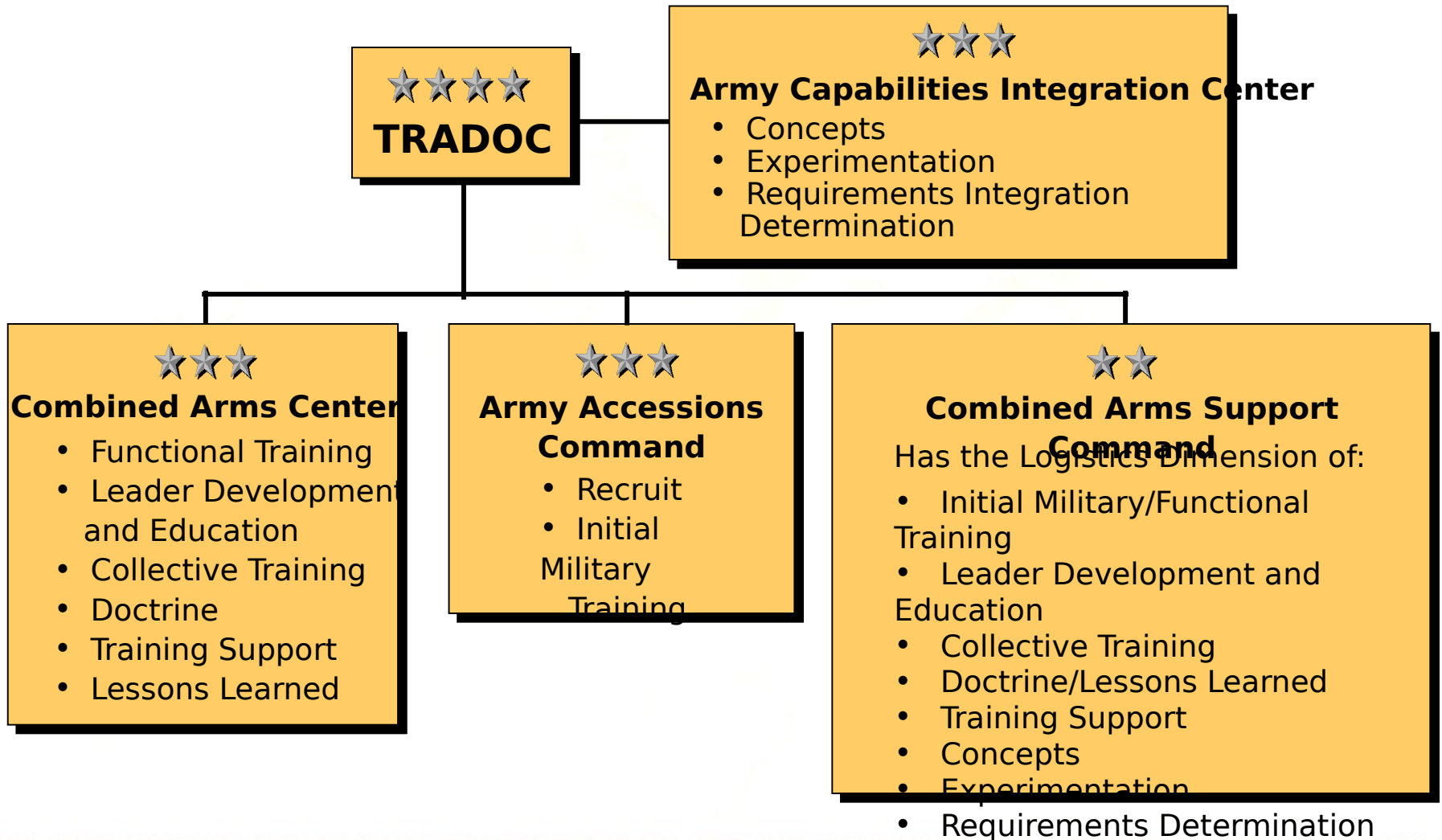
- **Recruit Quality People, Train Soldiers, and Develop Leaders**
- **Prepare the Army to Dominate Land Combat in a Joint Warfight**
- **The Army's Architect of the Future, an Agent for Change, Fostering Innovation**

# Headquarters TRADOC

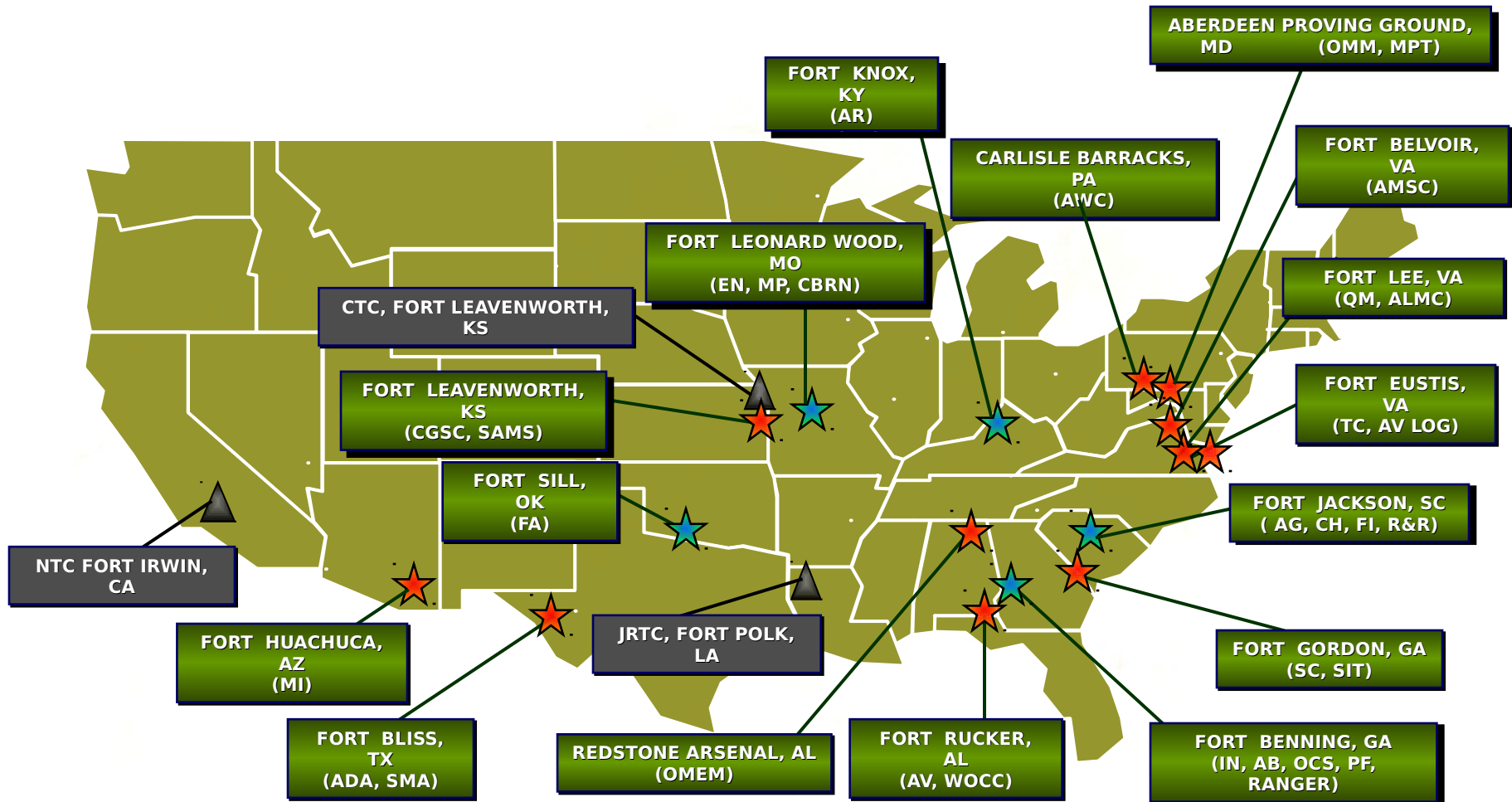




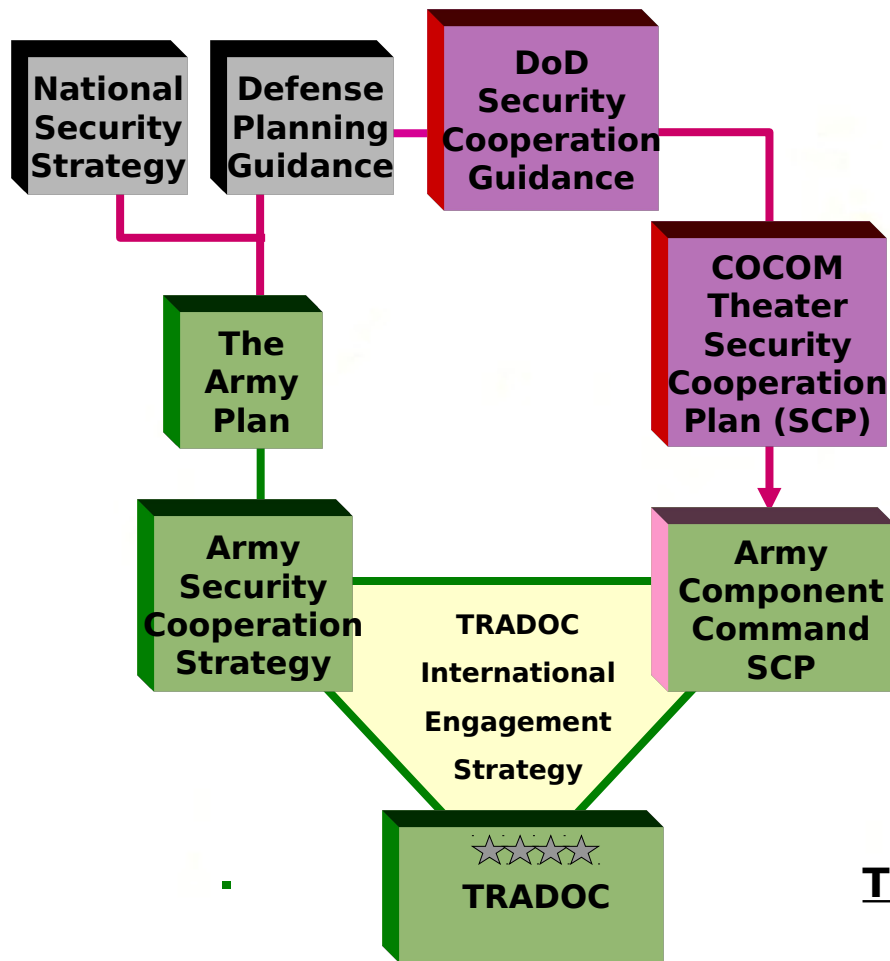
# TRADOC Organization



# TRADOC Across America



# TRADOC International Engagement



- Synchronize TRADOC international activities to exchange information with our Partners and Allies to enhance current and future operational capabilities.
- TRADOC's efforts are linked through strategic planning documents and activities.



**TRADOC Liaison Officers** **Foreign Liaison Officers**  
 16 in 11 Countries 19 from 18 Countries

# Recruit and Train Soldiers

- **Recruit the Right Soldier**
- **Build Each Into a Warrior**
- **With the Right Skills**
- **For the First Unit of Assignment**





# Relevance and Rigor in Initial Military Training

- **Relevance**

- Incorporating continuous feedback from combat veterans
- Applying lessons learned
- Preparing Soldiers and junior

leaders to fight immediate

- **Rigor Focused On**

- The Combat Environment
- Combat Survival
- Weapons Training



# Training and Leader Development

- **Training and Education**

- 33 schools at 16 locations
- 525,197 student load (FY08)

- **Senior Reserve Officer Training Corps Program**

- 273 host universities/colleges, 11 partnership colleges...
- Over 28,000 cadets
- 4,078 commissioned officers (FY07)

- **Officer Candidate School**

- **Basic officer leadership and branch technical training**

- **Junior Reserve Officer Training Corps Program**

- 1,645 High Schools... Over 287,000 Cadets

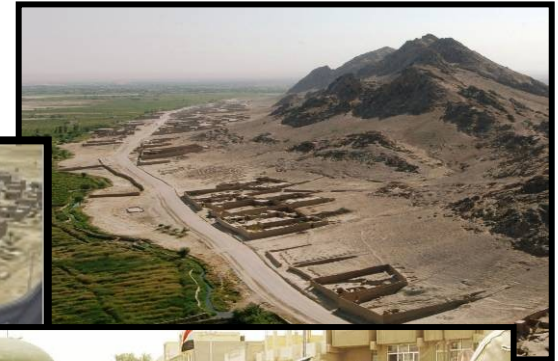




# Transforming Leader Education

## Focus on developing Agile and Adaptive Leaders

- Replicate rigor and relevance of Operational Environment
- Incorporate Cultural Awareness
- Learn how to think, not simply what to think
- Educate for uncertainty
- Expand focus from Army-centric to Joint, Interagency, and Multinational
- Increase experiential learning



# Dominate Land Combat in a Joint Warfight

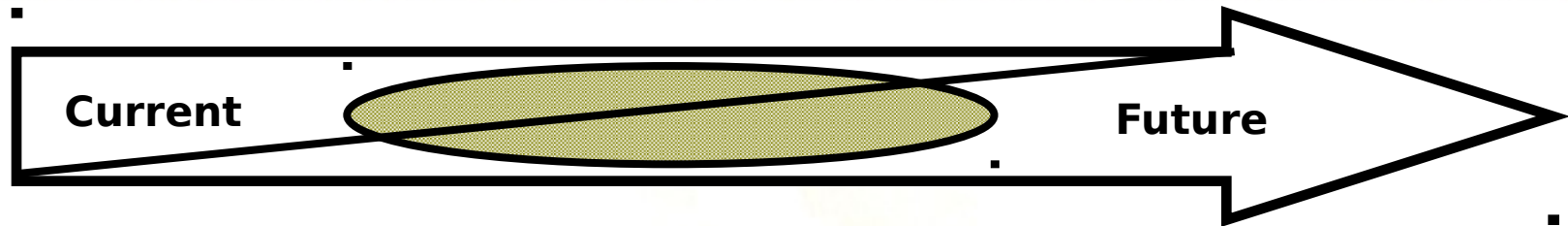
## Full Spectrum Operations

- **Provide Disciplined Joint, Interagency, and Combined Arms Training**
- **Develop Campaign Quality Army with Joint and Expeditionary Capabilities**
- **Fully Engaged With Joint Forces Command and Other Services to Ensure Joint Interdependence**





# TRADOC is the Army's Architect of the Army



*Identify current and future capability gaps and integrate DOTMLPF solutions across the Army*

- **Operational Concept Development**

- Illustrate how future forces will operate

- **Wargaming and Experimentation**

- Explore innovative methods
- Identify and verify solutions for required changes in Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF)

- **Requirements Determination**

- Determine, recommend, and document DOTMLPF changes with supporting analysis

## **Army Capabilities Integration Center (ARCIC)**

- Responsible to SECARMY and CSA to determine requirements, integrate, and synchronize DOTMLPF solutions
- Supports TRADOC Commander in the design, development, and integration of force capability requirements
- Army lead for identification and integration of Joint required capabilities
- Voice for Army Science and Technology
- Army coordination authority for required capabilities and DOTMLPF integration

HQDA General Order # 4, 10 February 2006

# Summary

## ● **To better support an Army at War now and in the future, TRADOC will:**

- Recruit and train the right Soldier for a campaign quality force
- Establish better linkages to the Operating Force
- Adapt training and education to the rapidly evolving and dynamic joint operating environment
- Be the Soldier's representative in the requirements process
- Lead the Army in recognizing opportunities and seizing the initiative to accelerate solutions to Soldiers

## ● **TRADOC will preserve our focus on Soldiers - the centerpiece of our formations... our asymmetric**

# The Soldier's Creed

**I am an American Soldier.**

**I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.**

***I will always place the mission first.***

***I will never accept defeat.***

***I will never quit.***

***I will never leave a fallen comrade.***

**I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.**

**I am an expert and a professional.**

**I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.**

**I am a guardian of freedom and the American way of life.**

**I am an American Soldier.**





# BACK-UPS

# New Learning Approaches

**Vision:** Based on current research in adult learning theory and instructional technology, create a new learning model that supports Soldiers and Leaders who are competent to perform within a dynamic operating environment

- Design and implement a training model that supports Army Force Generation
- Use face-to-face (f2f) instruction or distributed learning (dL) as time and location dictates
- Use diagnostic testing for ability grouping and enhancement of training efficiency
- Allow alternative training locations for Soldiers who aren't allowed time for dL at their home station



# Maintaining Rigor and Relevance in IET

## Urban Operations

- Imperative Soldiers learn to conduct operations in urban environments
- Urban operations conducted in BCT, OSUT and AIT



## Convoy Operations

- Convoy Live Fire Exercise (CLFX) is mandatory training at BCTs and OSUT
- Quartermaster, Ordnance, and Transportation Corps AITs conduct CLFX
- All other AITs will conduct convoy training

## Combatives

- All Soldiers experience hands on combatives training in BCT/OSUT and AIT
- Provides the Soldier with a basis for properly executing hand-to-hand combat before arriving in first unit





# Maintaining Rigor and Relevance in IET

## AIT Advanced Rifle Marksmanship (ARM)

- Reflexive fire provides the skills required to conduct short-range marksmanship (four hours)
- Target grouping designed to give Soldiers confidence (six hours)
- Soldiers are exposed to a judgment exercise with the reflexive fire/shoot-don't shoot scenarios with EST 2000



## Engagement Skills Trainer (EST) 2000

- Multipurpose trainer using modified individual and crew served weapons
- Used for marksmanship, collective battlefield scenarios, and shoot/don't-shoot judgmental use of force training
  - Replicates M16, M9, M203, M240B MG, M249 MG, M2 MG, MK-19

## Weapons Immersion

- Designed to eliminate negligent discharges
- Builds Soldiers' confidence and competence with assigned weapon
- Conduct weapon immersion training as early as possible upon arrival
  - AIT sites implementing as equipment arrives and facilities are available

the crew-served weapons





# Battle Command Training Program

## Continuously Linked and Relevant to Warfighters

### **CAC Link to AOR (COIN Academy/Center for Excellence)**

- Assist with development of COIN CFE POI
- Deploy CGSC instructor to COIN CFE
- Integrate information into ILE instruction
- Provide staff assistance visits
- CALL Collection and Analysis Team – collect and disseminate lessons learned

### **Mission Rehearsal Exercises (MRX) (BCTP-JFCOM Integration)**

- BCTP MRX tailored to unit AOR
- Replicate latest insurgent tactics and personalities
- Link to OIF/OEF units via VTC to keep seminar training current; revise for follow-on unit training
- Simulated negotiations/mediation through translator
- Simulated insurgent organizations, HUMINT
- Integrated media and theater-specific cultural considerations

### **BCTP COIN Seminar at BDE level**

- IED Awareness, Personnel Recovery, Urban Operations and additional COIN topics
- Schedule via ARFORGEN Conference to meet Reset/Train window



# Dramatic Changes to Officer Education System

- **Universal certification of Small Unit Leaders at Basic Officer Leader Course (BOLC) beginning Jun 06**
- **Warrant Officers integrated into BOLC NLT FY09**
- **Cultural Awareness, Sexual Assault, Personnel Recovery, and Detainee Operations rapidly integrated into Professional Military Education (PME)**
- **Captains Career Course redesigned to incorporate Combined Arms Exercise, and provide maximum attendance flexibility**
- **Multiple Intermediate Level Education (ILE) start dates provide graduates year-round; Satellite locations provide for Universal ILE**





# Dramatic Changes to Noncommissioned Officer Education System

- **Achieving progressive, sequential education that leverages technology, while eliminating redundancy**
- **Shorter, more relevant resident ANCOC/BNCOC courses that support ARFORGEN reset windows**
- **Revised Warrior Leader Course (WLC) that incorporates Warrior Tasks & Battle Drills, Weapons Immersion, and 96-hour Field Training Exercise (FTX)**
- **Additional instruction on Joint Operations and Cultural Awareness**
- **Exporting NCOES to the warfighter through Mobile Training Teams (MTTs) and Video Tele-Training (VTT)**



# Concept Development and Experimentation



**FCS**

**FY07 FY09 FY11 FY13 FY15 FY17**  
**FY19**

**Joint Prototype Path**

**Army Prototype Path**

**Army Concept Development Path**

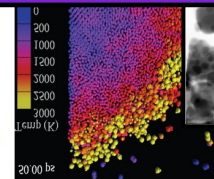
**Joint Concept Development Path**

**Operational  
Lessons  
Learned**

**Joint  
Concept  
Development**

- Inform the future
- Spiral forward Future Force capabilities
- Satisfy critical operational needs
- Test compelling technology

- Concepts based
- Coherently Joint
- Reduce risk
- Actionable recommendations

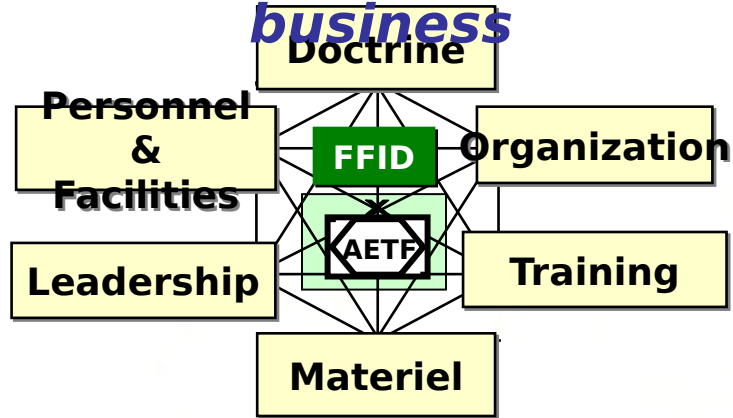


**Nano  
Technologies**



# Army Evaluation Task Force...Bringing FCS to Life

## *New way of doing business*



**Real Soldiers and Leaders...**

**Operating in live and virtual events to deliver real answers**

AETF- Army Evaluation Task Force  
FFID- Future Force Integration Directorate

## **Developing New Doctrine and TTPs**



**Executing Network Enabled Operations**



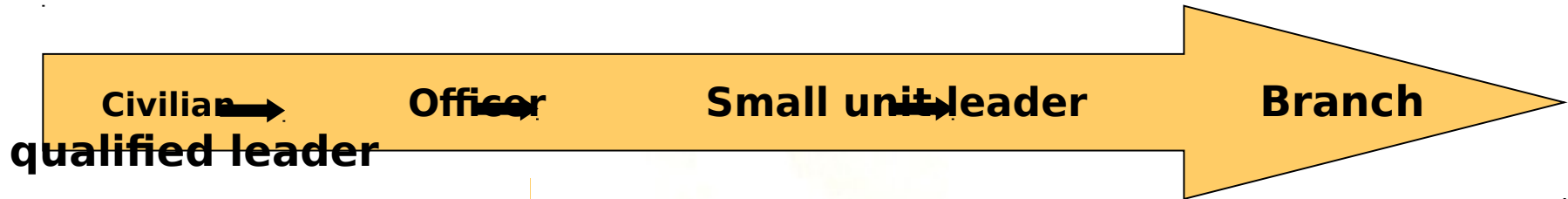
**Conducting Integrated Training**



**Evaluating Materiel**



# Basic Officer Leadership Course



## **BOLC I**

### Precommissioning

- Impart enduring officer values and attributes
- Basic soldier skills prepare officers for Phase II
- Achieved by teaching:
  - Moral reasoning
  - Critical thinking
  - Systematic inquiry
  - Analysis
  - Visualization
  - Communication
- Soldierization and exposure to leadership

## **BOLC II**

### Leadership Foundation

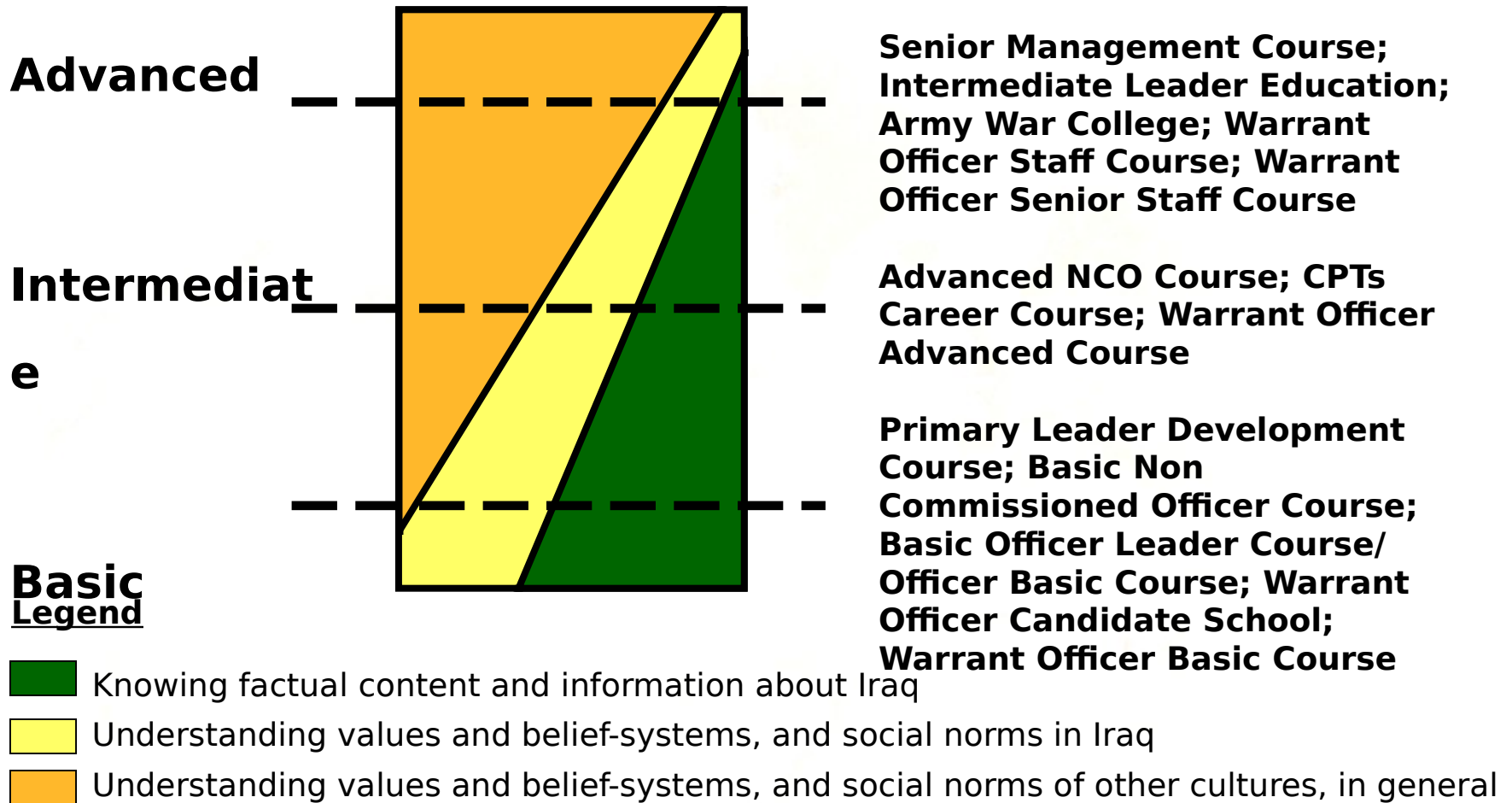
- Common small-unit leadership standard imbued with warrior ethos
- Lieutenants learn what “Right” looks like
- Increase self-awareness and self-confidence
- Foster bonding, rapid team building, trust in combined arms cohorts
- Achieved through:
  - Multiple leadership roles
  - Fieldcraft
  - Water and height confidence
  - Night operations
  - Individual weapons qualification

## **BOLC III**

### Branch Technical

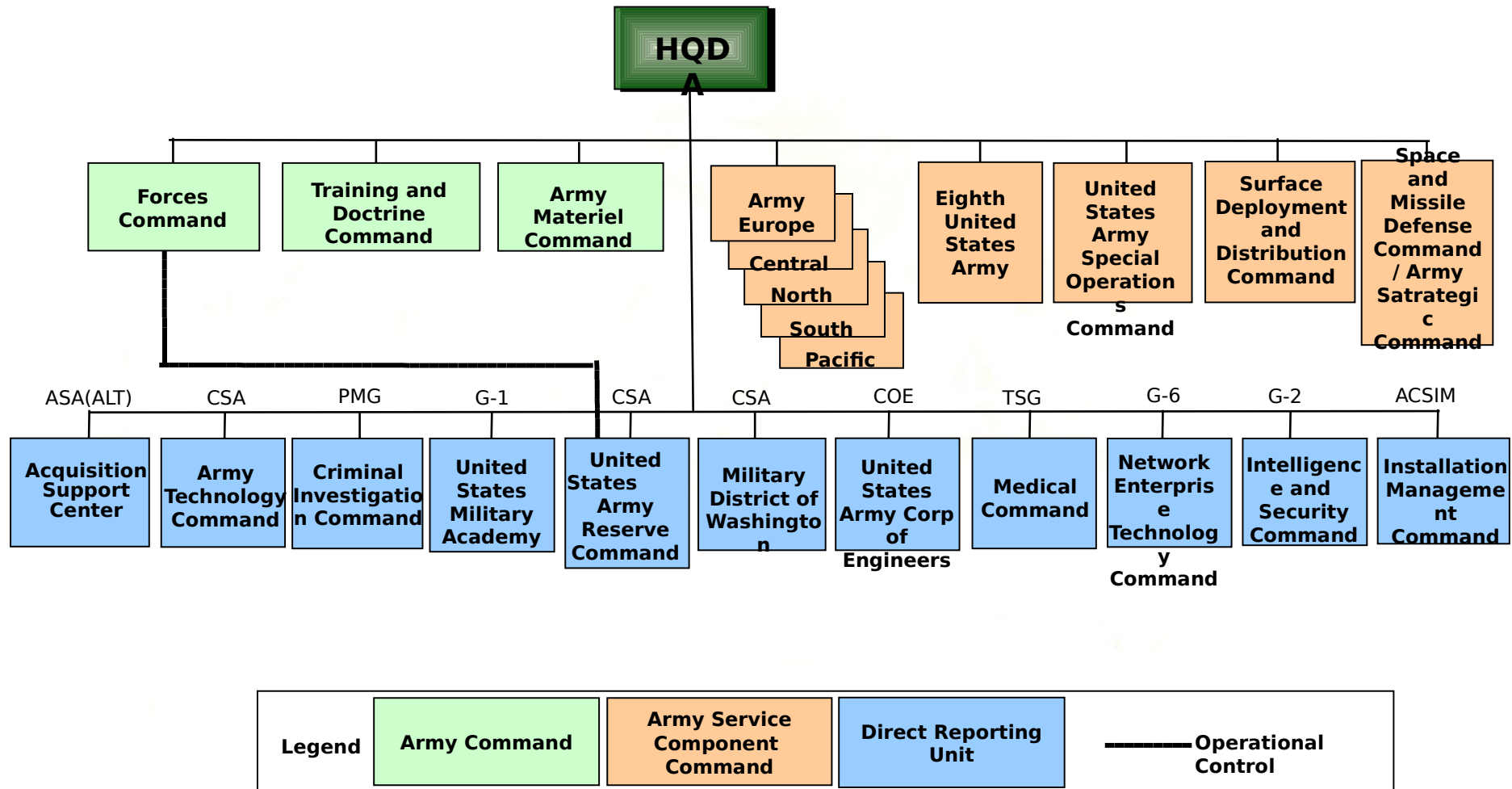
- Augment Phase II Competencies
- Branch immersion
- Branch technical and tactical training
- May be followed by functional training (airborne, etc.) required for first unit of assignment

# Conceptual Approach for Implementing Cultural Awareness in Primary Military Education Courses

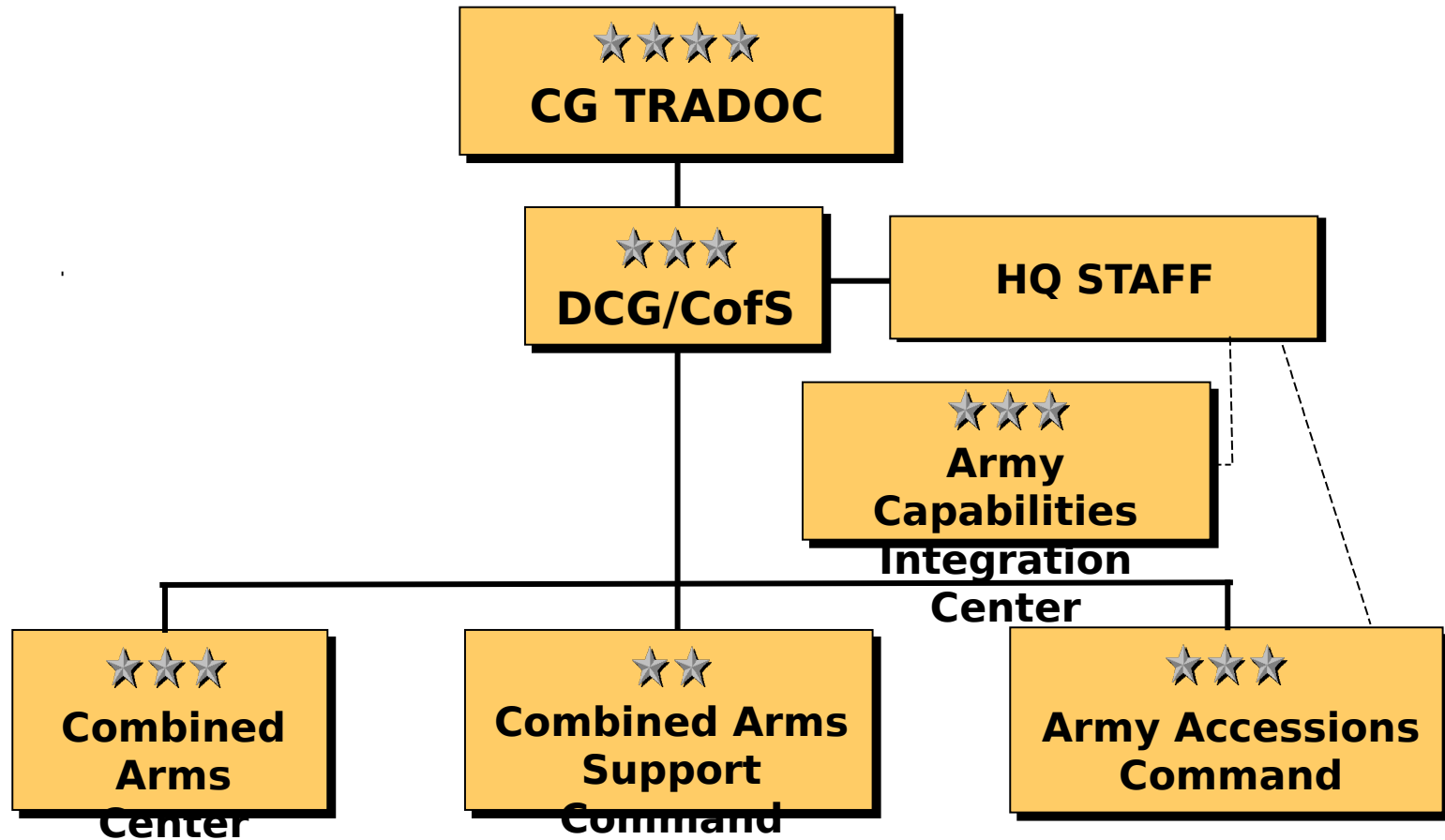




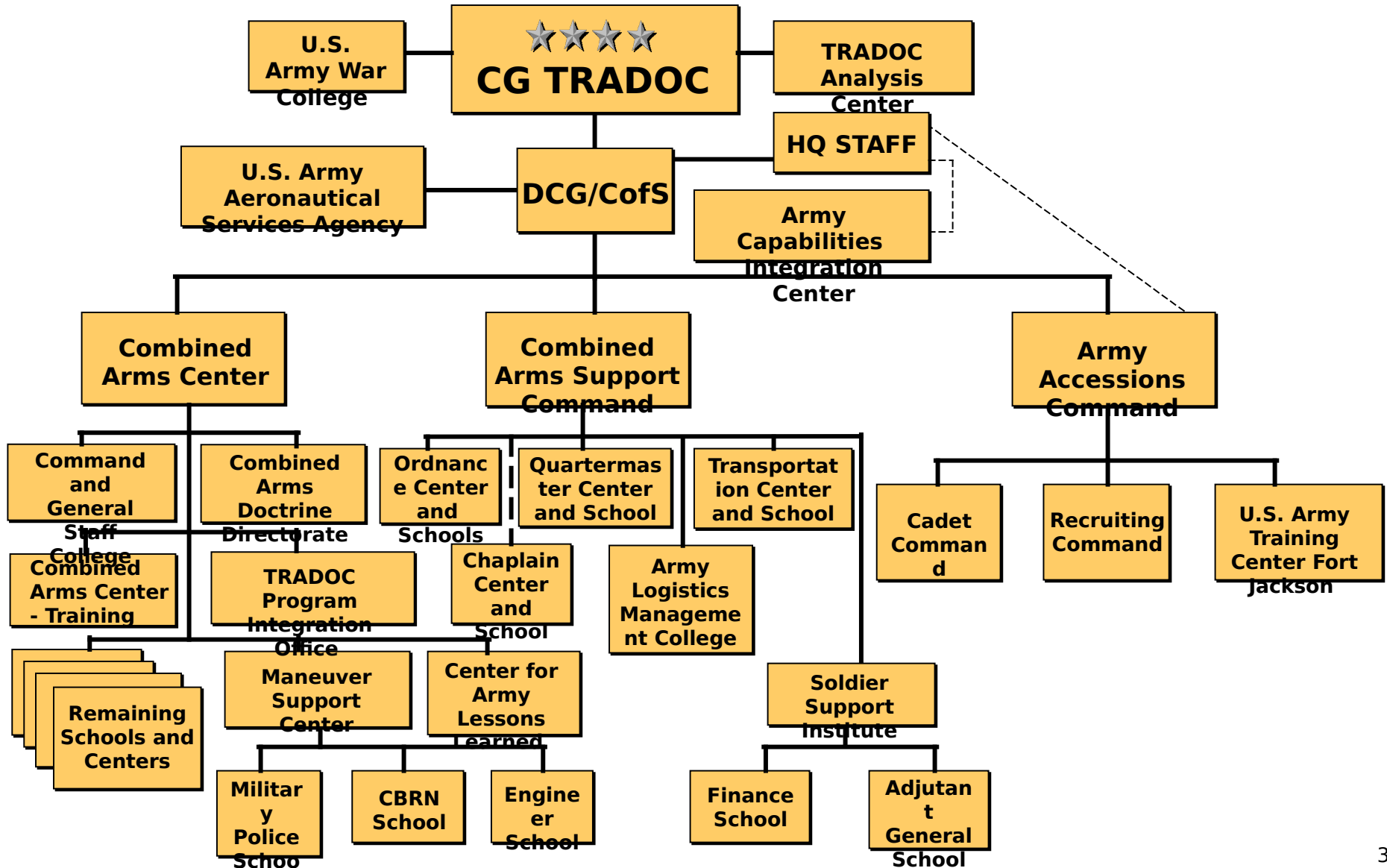
# Where TRADOC Fits in the Army



# TRADOC Organization

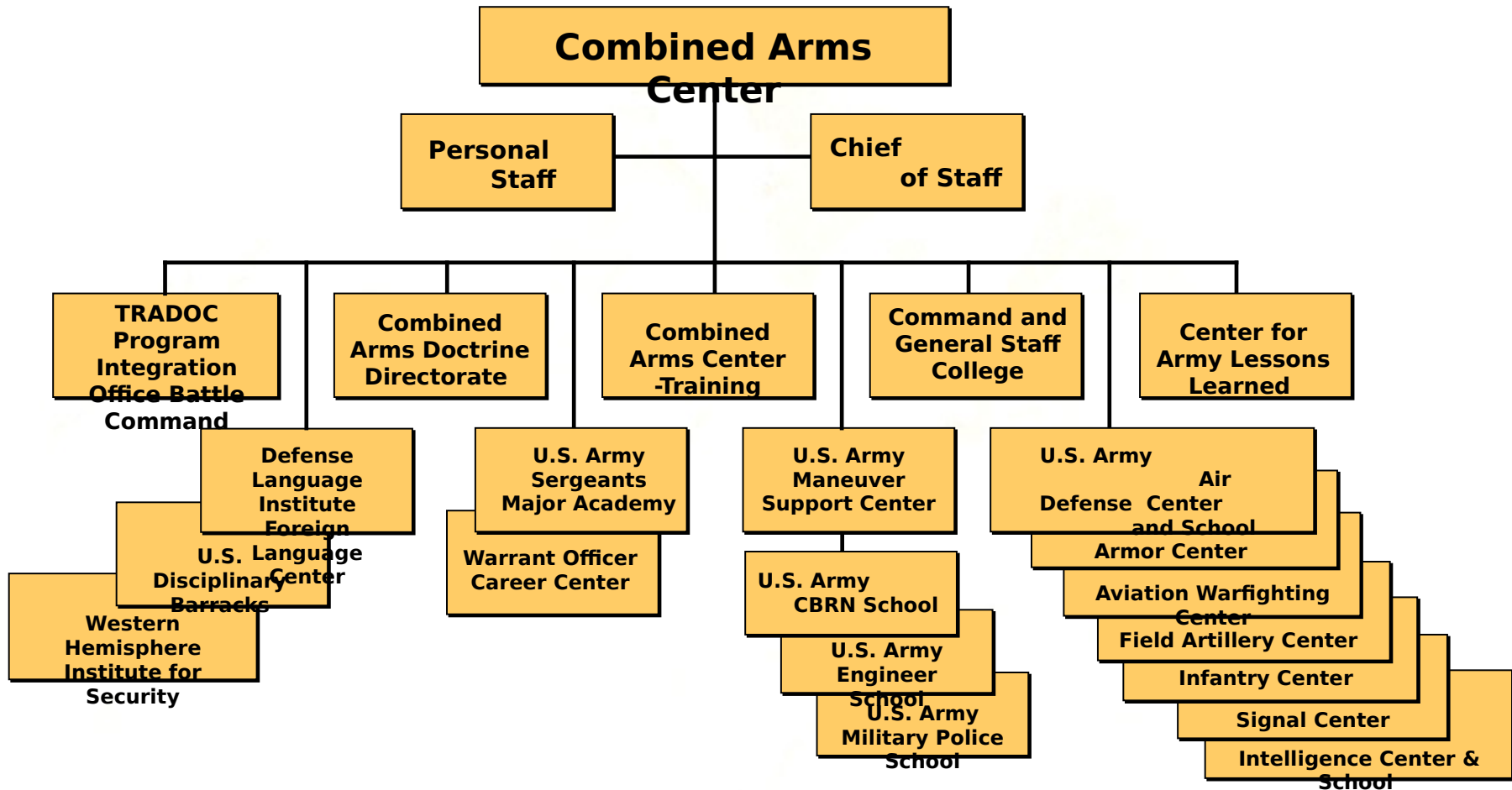


# TRADOC Organization

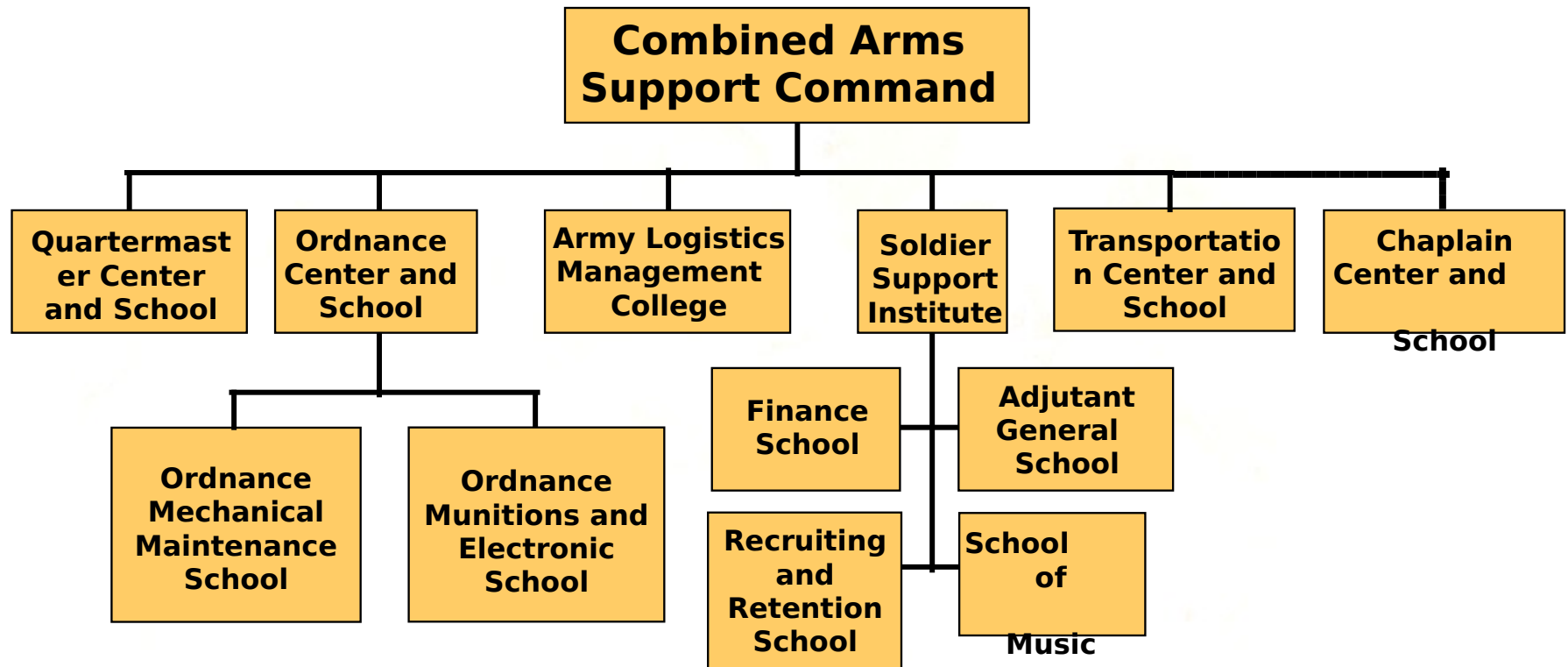




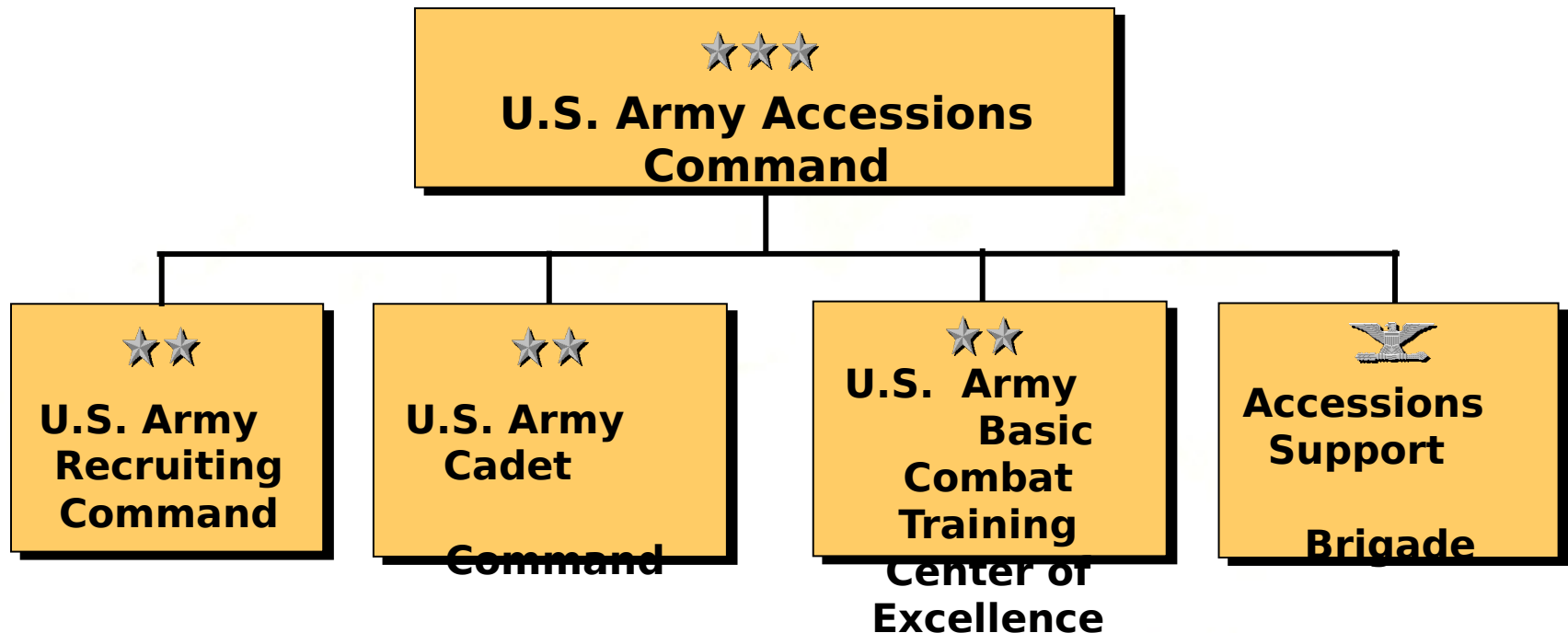
# Combined Arms Center Organization



# Combined Arms Support Command Organization

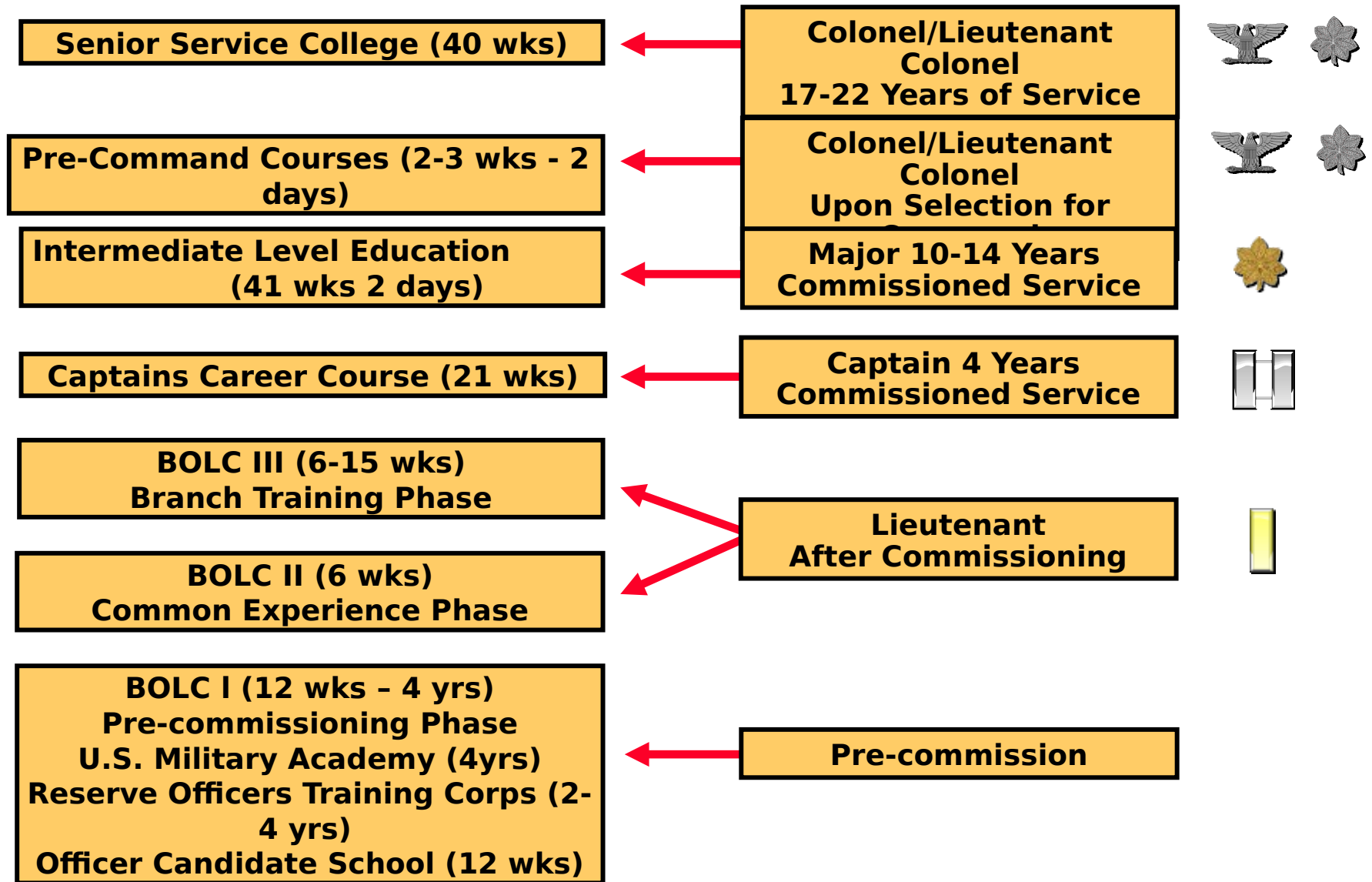


# Army Accessions Command Organization

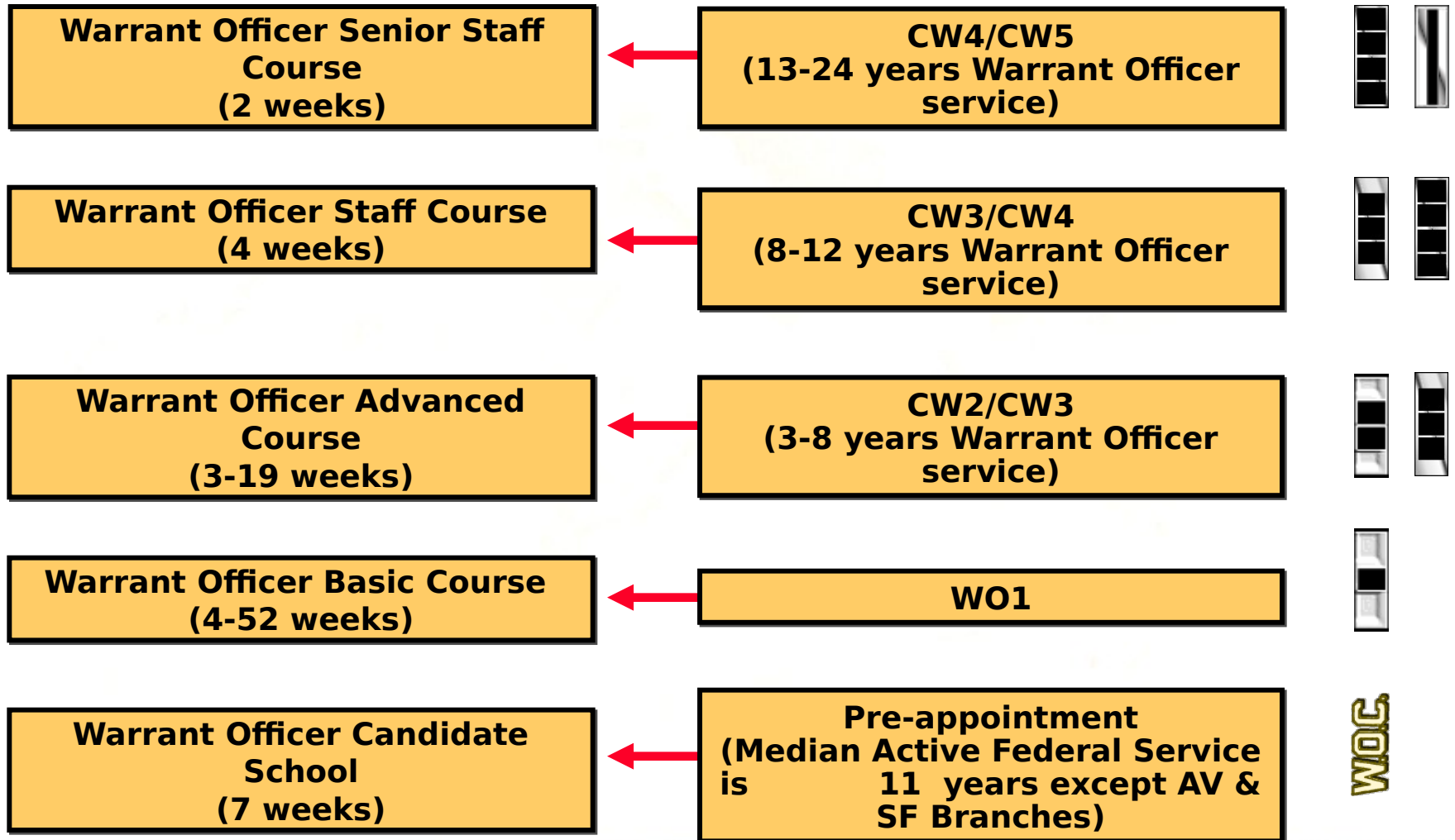




# Officer Education System



# Warrant Officer Education System



# Noncommissioned Officer Education System

## Leader Development Courses Linked to Promotion



**Sergeants Major  
Course  
(E9)**



**Advanced  
Noncommissioned  
Officers Course  
(E7)**



**Basic  
Noncommissioned  
Officers Course  
(E6)**



**Warrior Leaders  
Course  
(E5)**

## Functional Courses Linked to Job

**Command  
Sergeants Major  
Course  
(E9)**



**First Sergeants  
Course  
(E8)**

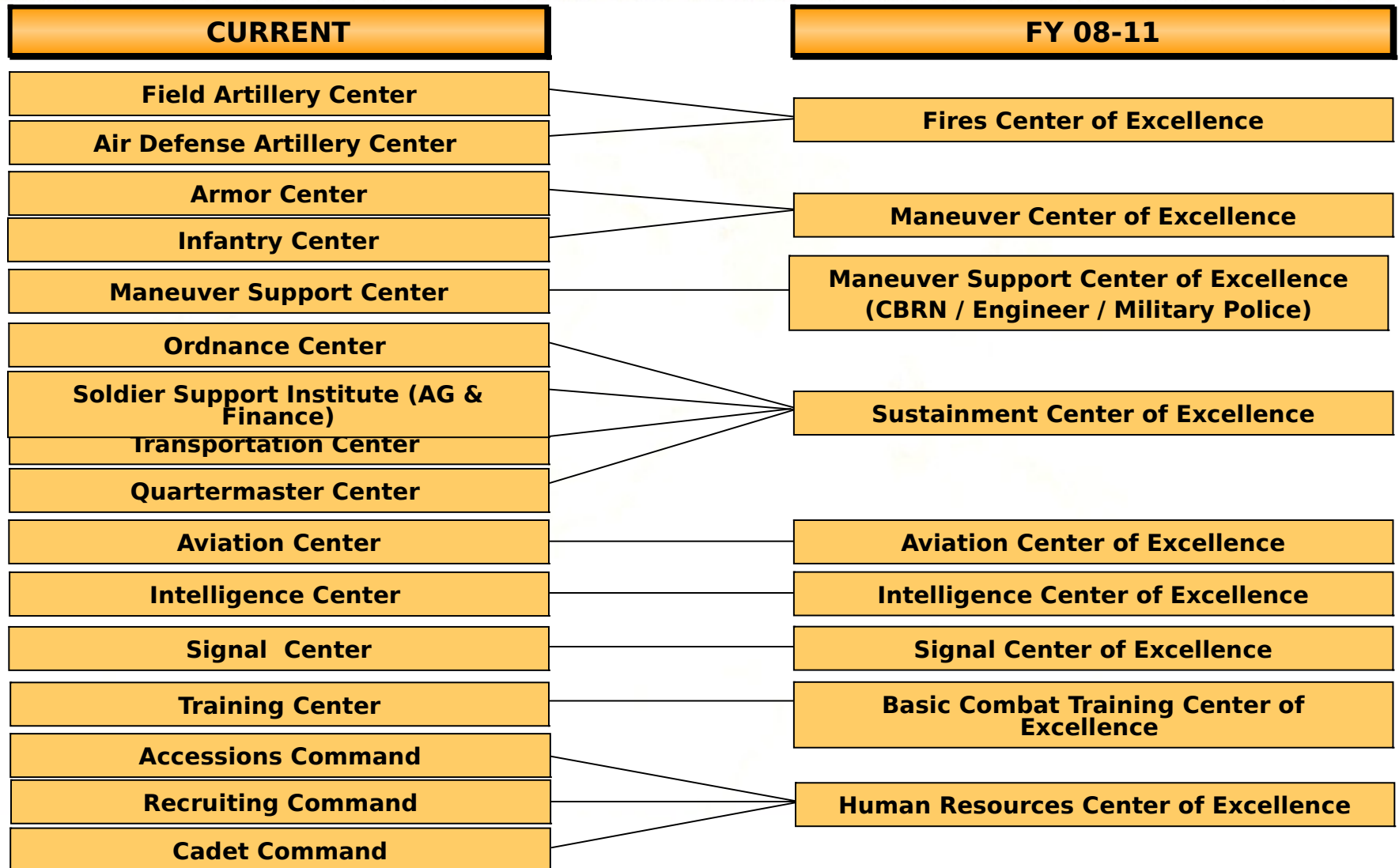


**Battle Staff  
Noncommissioned  
Officers Course  
(E6/E7/E8/E9)**



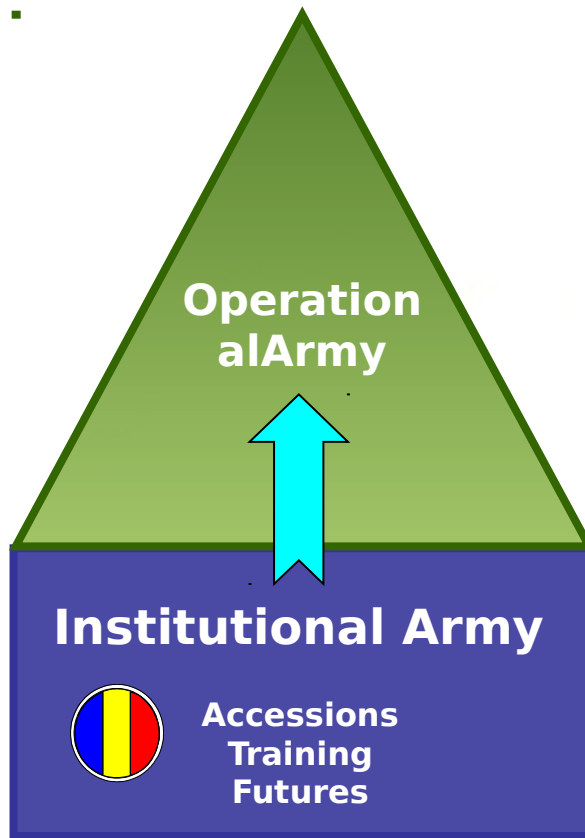


# Reorganizing For Excellence



# Transitioning to a Generating Force

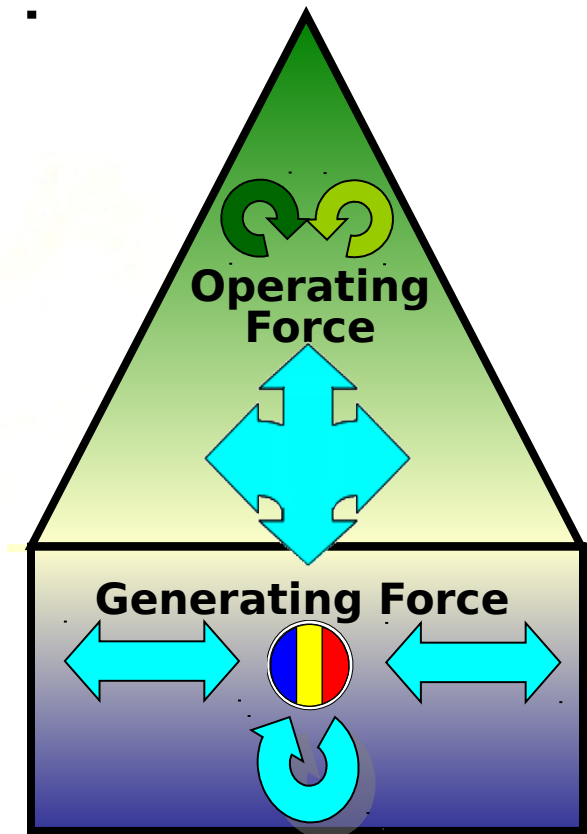
## PAST



## Changing the Institutional Army to Support the Operating Force TRADOC Campaign Plan (TCP)

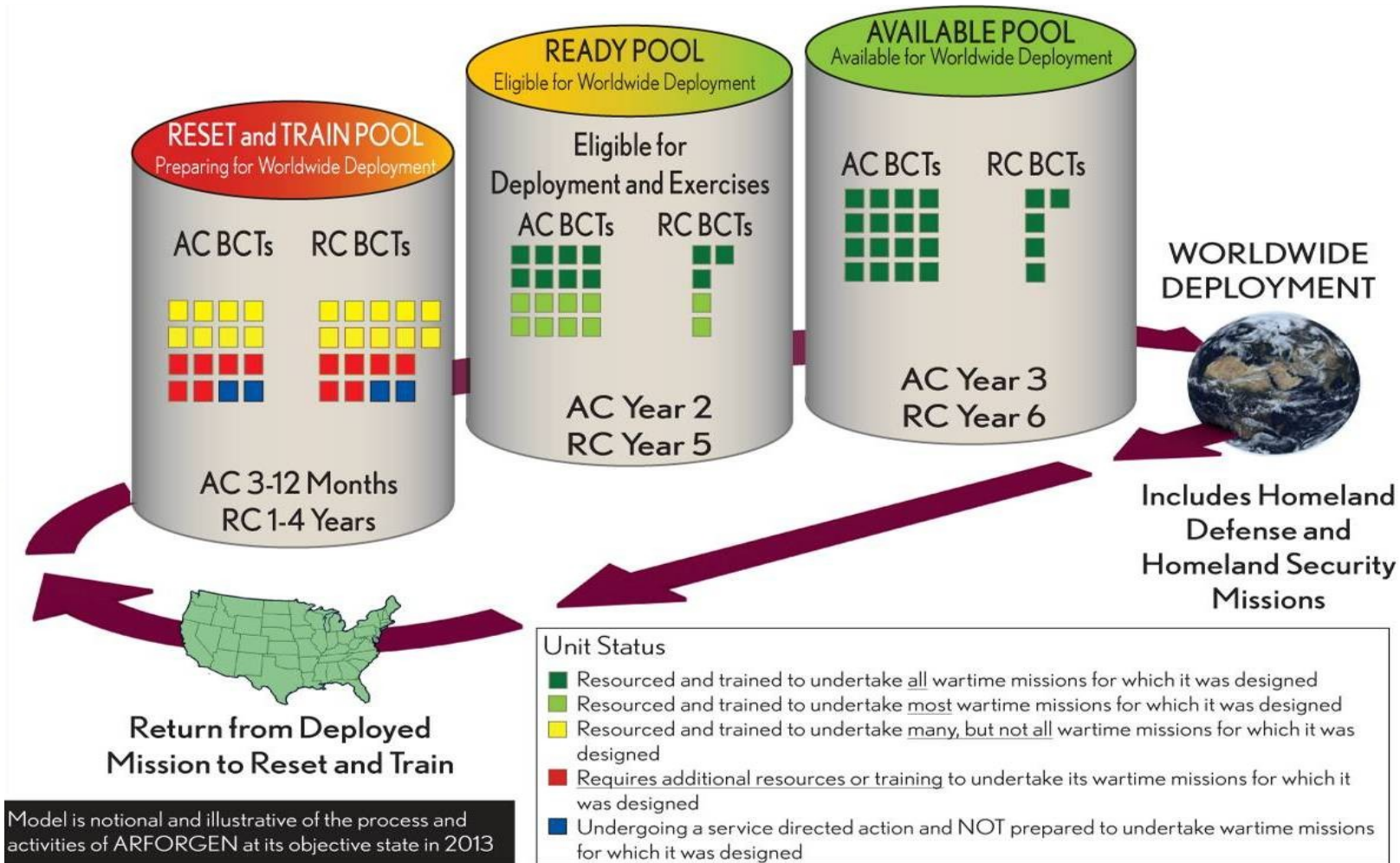
- TCP 1-0 - Recruit, access and train Soldiers & develop adaptive leaders
- TCP 2-0 - Posture TRADOC to Support ARFORGEN Implementation
- TCP 3-0 - Reshape fundamental Army Learning process
- TCP 4-0 - Redesign TRADOC for Excellence
- TCP 5-0 - Adapt requirements process
- TCP 6-0 - Support continued development of generating force
- TCP 7-0 - Integrate current and future Army Modular force

## FUTURE



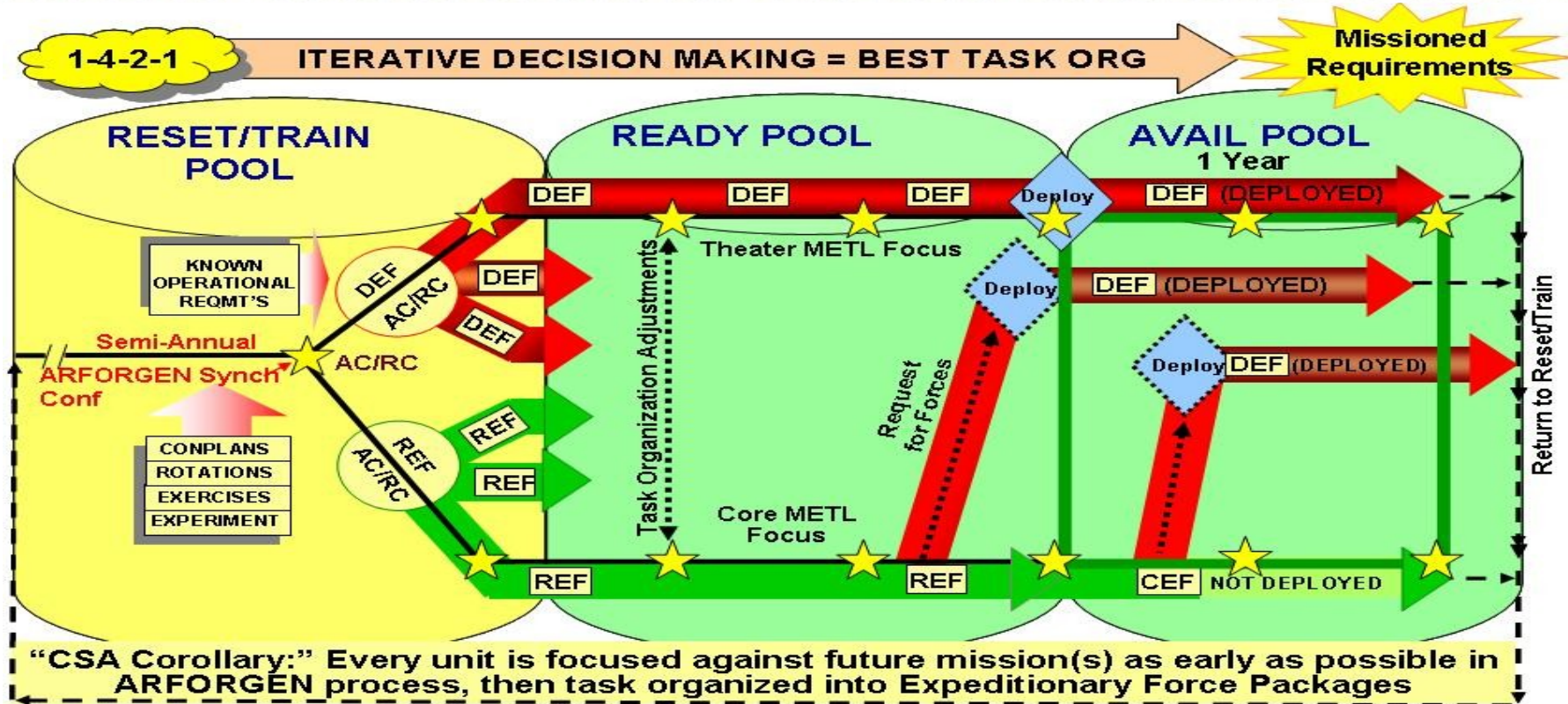
# Army Force Generation Model

## Generating Trained and Ready Forces to Meet Global Demands





# ARFORGEN Model



- **Deployment Expeditionary Force (DEF)** - Task organized units designed to execute planned operational requirements and those currently executing deployed missions to include HLD/HLS. (Note: RC units in a DEF are sourced against a future requirement, have been alerted for mobilization, or are currently mobilized)
- **Contingency Expeditionary Force (CEF)** - Remaining (not in a DEF) Available Force Pool units, task organized to meet operational plans and contingency requirements. These forces are capable of rapid deployment but are not yet alerted to deploy (AC) or alerted for mobilization (RC). CEF forces will transition into DEF(s) if alerted.
- **Ready Expeditionary Forces (REF)** - Task organized units, under a HICON, designed to train/ prepare for potential future operational requirements or task organized to best execute full spectrum training.

# HQ TRADOC G-STAFF MAJOR FUNCTIONS

G-1	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9
Personnel Readiness Management	Intelligence Readiness	Manage Training Operations	Logistic Operations and Plans (General)	Review and Develop Strategy	C4 Operations	Training Transformation	Resource Management	Concept Development
Personnel Replacement Management	Intelligence Tasks	Operations and Readiness	Supply	Formulate TRADOC Plans	Information Assurance	Training & Leader Development Experimentation	Allocate Resources	Experimentation
Personnel Accounting	Intelligence Support to Current OPS	Develop and Recommend Priorities	Maintenance	AAC Recruiting and Pre-commissioning	Information Management		Force Structure and Documentation	Wargaming
Essential Personnel Services	Intelligence Support to Concepts, Experiments, and Force Development		Transportation		Information System Support			Future Warfare
Personnel Support	Intelligence Support to Training		Facilities					Scenario Development
Program Planning and Eval for Civilians	Intelligence Management Functions							Doctrine
Management and Employee Relations	ISR Integration							Modeling and Simulation
Reshape-RIF	Security and Counter-intelligence							Studies and Analysis
Work Force Development/H R Development	Red Teaming							Requirements Determination
Delegation Authority for Civilians	Cultural Awareness							
Labor Relations								

	Function performed for TRADOC Only
	Function performed for the Army

# Warrior Tasks and Battle Drills

## Move

1. Determine location on ground (terrain association/map/GPS)
2. Navigate from one point to another (dismounted)
3. Move over, through, or around obstacles

## Shoot

4. Qualify with individual assigned weapon
5. Operate M240B MG
6. Operate M249 MG
7. Operate M2 Cal. 50 MG
8. Employ Claymore Mine and hand grenades
9. Engage targets with weapon using a night vision sight
10. Engage targets with weapon using an aiming light

## Fight

11. Move under direct fire
12. React to indirect fire (dismounted & mounted)
13. React to direct fire (dismounted & mounted)
14. React to unexploded ordnance hazard
15. React to man-to-man contact (combatives)
16. React to chemical or biological attack/hazard
17. Decontaminate yourself & individual equipment  
chemical decon kit
18. Maintain weapons and equipment
19. Select temporary fighting position
20. Certify as a Combat Lifesaver
21. Improvised explosive device (IED) defeat
22. Assess and Respond to Threats (Escalation of Force)
23. Understand Personnel Recovery Responsibility
24. Maintain Situational Awareness / Every Soldier as a sensor
25. Perform field sanitation & preventive medicine field craft
26. Maintain Battle-Focused Physical and Mental Readiness
27. Perform Detainee Ops at Point of Capture
28. Perform Sniper Countermeasures



## Communicate

29. Perform voice communications (SITREP/SPOTREP/9-Line)
30. Use visual signaling techniques

## Urban Operations

31. Perform movement techniques during an urban operation
32. Engage targets during an urban operation

## Battle Drills

1. React to contact (visual, IED, direct fire [includes RPG])
2. React to indirect fire
3. React to chemical attack
4. Break contact
5. Dismount a vehicle
6. React to ambush (near)
7. React to ambush (far)
8. Evacuate a casualty (dismounted and mounted)
9. Establish security at a halt
10. Checkpoint entry operations
11. React to Vehicle Roll-Over
12. Enter and Clear a Room

**NOTE: All Tasks and Supporting Tasks are Defined in STP 21-1-SMCT (Chapter 4)**



# Headquarters TRADOC

